

Leadership Studies 1033A

Exploring Leadership II: Focus on Relationships

In the event of a COVID-19 resurgence during the course that necessitates the course moving away from in-person delivery, course content may be delivered online either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). There may also be changes to any remaining assessments at the discretion of the course instructor. In the event of a COVID-19 resurgence, detailed information about the impact on this course will be communicated by the Office of the Dean and by the course instructor.

General Information

Course #: LS 1033A

Section #: 530

Term: Fall Semester

Year: 2021

Delivery: ONLINE SYNCHRONOUS

Course Day and Time: Starts Thursday September 9th, Until December 2nd. No Class Thursday November 4th.

Course Location: On-line on Western's platform "OWL" and the platform "Zoom"

Course Time: 6:30 pm – 9:30 pm EDT

This course will offer weekly synchronous "Zoom" classes during the course time

Instructor Information

Name: Heather Hallett

E-mail: hhallett@uwo.ca

Office hours for students: TBA

Office location: on-line via Zoom

Course Description

Using the learning approach of knowing, doing, and being, this course explores the relational processes of leadership. Topics include communication; conflict resolution; team dynamics; giving voice to values; context of culture; authentic, adaptive, and collective leadership - all examined through critical methods.

Prerequisites: This introductory survey course assumes no prior knowledge of leadership. This course requires no prerequisites but is a prerequisite for Brescia University College's Major in Leadership Studies.

Antirequisites: [Leadership Studies 1035A/B](#); [Governance, Leadership and Ethics 2003F/G](#), the former Leadership Studies 1000A/B, the former Leadership Studies 1031.

Required Course Materials

Textbook: Northouse, P. (2019). *Leadership: Theory and Practice, 8th Ed.* SAGE Publications

Other options:

Northouse Leadership 9e Interactive E-Book – [ISBN 9781071856567](#) – price is \$50 USD (Vital Source will convert to CAD) – available through Vital Source or your Campus eBookstore

Northouse Leadership 9e paperback – ISBN 9781544397566 - \$85.00 USD

Optional Course Materials

Additional materials will be provided by the instructor and curated by the students.

Learning Outcomes (Brescia Competencies in Brackets)

Upon successful completion of this course students will be able to:

- L1. Describe, compare and critically evaluate a variety of Leadership theories and perspectives that have evolved over time based on an understanding of relationships (L2 Communication, I2 Critical Thinking)
- L2. Examine situations to identify which Leadership theories/skills/perspectives have been demonstrated and evaluate the effectiveness of that Leadership (L2 Inquiry/Analysis, L2 Problem-Solving)
- L3. Develop an understanding of past and present issues in Leadership (L2 Inquiry/Analysis, L1 Social Awareness/Engagement)
- L4. Apply the aforementioned knowledge to evaluate their own skill sets, strengths and weaknesses through experiential exercises, self-reflection and assessment (L3 Self-Awareness/Development, L1 Valuing)
- L5. Identify and demonstrate their ability to both lead and follow (L3 Self-awareness & Development, Social Awareness/engagement, L2 Communication)

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

Brescia Competencies

Primary competencies developed in this course include:

1. Communication (Level 2)
2. Critical Thinking (Level 2)
3. Inquiry and Analysis (Level 2)
4. Problem Solving (Level 2)
5. Valuing (Level 1)
6. Social Awareness/Engagement (Level 1)
7. Self-Awareness/Development (Level 3)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

Teaching Methodology and Expectations of Students

This course will be taught synchronously online. Each week, we will meet via Zoom for a series of PowerPoint presentations, video presentations, activities and class discussions. Reflection worksheets and other deliverables will be uploaded. Leadership requires a much greater involvement of the student in class than does some subjects. Students will read the assigned readings and complete the assigned exercises in preparation for the class discussion.

In this way, the instructor will act as discussion leader, with emphasis on students' active participation. The very nature of this discussion approach demands a high level of thoughtful contribution.

COURSE POLICIES

Attendance Policy

You need to attend every class and check OWL often, however, sometimes extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, and family bereavement are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation). Please always report to your academic advisor unless you are using your self-report.

Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recoding, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

Email

Email is a useful tool for sharing news, setting up appointments, or for a simple assignment clarification, but for more complex questions, an electronic face-to-face meeting is best. Please make an appointment to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades. For privacy reasons, you must use your Western email account to contact me. Please include your name, course and section number in the subject line of your emails.

If you are emailing to let me know that you will not be in class, I will make a note of it but may not respond. Academic accommodation requests must go through the academic advisors. If you are asking a question that is answered on OWL (example: "what did we do in class today?") I will not respond. Please check OWL before emailing. If you have an exceptional question the response to which would benefit the class, I thank you, and will post a response on OWL with gratitude. I will not check email over weekends and holidays, so plan accordingly.

Appointments

Students are welcome to meet with me by arranging an on-line appointment at a mutually convenient time. Be on time for your appointment, have an objective for the discussion.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. If you wish to discuss a grade, or review a test or paper, please make an appointment with the professor to do so on ZOOM. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

Technology

This is an on-line course. It is inevitable that technology sometimes fails, however, a reliable computer and internet connection are necessary to complete the course. If this isn't possible, you should drop the course and re-enrol in the in-person option in the Winter term.

All assignments (reports, exams, etc.) must be authored from an original document using a **Microsoft Word account registered to the student. Microsoft Word is available free to all students by visiting myoffice.uwo.ca**. Documents submitted with registrations affiliated to anyone other than the student may be taken as evidence of collaboration or plagiarism. Only Microsoft Word documents will be acceptable upload submissions (i.e. do not submit pdf documents). If a student is required to resubmit due to improper document formatting, late penalties will be calculated from the time the properly formatted document is submitted.

Course Content

This course includes, but is not limited to, concepts and their relationship to leadership such as power and privilege, authenticity, team, collective, ethics, gender, emotional intelligence, and conflict resolution

Evaluation

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments will be penalized 3% per day. Assignments that are handed in more than one week after the due date will not be accepted without documentation from an academic advisor.

If you require an extension, please see the Academic Policies and Regulations section at the end of this course outline or consult the Academic Calendar.

Information on documentation can be found here: <http://brescia.uwo.ca/academics/academicadvising/>

Evaluation Breakdown:

Component	Weight	Timing	Learning Outcome	Brescia Competencies
Class contribution (synchronous)	20%	On going	1-5	1,2,3
Leadership reflections	20%	Sept. 30 th , and Oct. 28 th	4-5	1,2,6,7
Leadership project	30%	On-going	1-3	1-7
Final Exam (take home)	30%		1-5	1-7

Leadership Project Proposal:

You will develop a proposal for a community engagement or development project serving a community group or issue. Your project presentation should aim to persuade the agency to implement the change. You must “sell” your analysis of the problem and your recommended intervention.

The second part of this assignment involves linking your proposed intervention to leadership theories and concepts. This portion of the assignment should include at least two instances where you expect to have the opportunity to lead (presuming you would execute the project plan). For each leadership instance, describe how this was a leadership role by linking it back to any leadership theory discussed in this course. Be sure to demonstrate the applicability of the theory by speaking about specific components/elements of the theory and applying those elements to your project. You must use different leadership theories for each leadership instance.

Reflections:

Reflection is defined as serious thought or consideration. You will be asked to write two critical reflection papers describing your personal reflections on experiences with, integration of, learnings from, analysis of, and even emotional reactions to course material.

Weekly Organizer:

Class/Week	Date	Description	Assignments and/or Readings Due
1	Sept. 9 th	Orientation to course and Leadership Evolution	Zoom class 6:30 pm – 9:30 pm EDT

2	Sept. 16th	Team Dynamics Chapter 14 Northouse	Zoom class 6:30 pm – 9:30 pm EDT
3	Sept. 23rd	Emotional Intelligence Materials provided by instructor	Zoom class 6:30 pm – 9:30 pm EDT
4	Sept. 30th	Communication and Conflict Resolution Materials provided by instructor	Zoom class 6:30 pm – 9:30 pm EDT Reflection one Due 10%
5	Oct. 7 th	Ethics and Giving Voice to Values Materials provided by instructor	Zoom class 6:30 pm – 9:30 pm EDT
6	Oct. 14 th	Authentic and Servant Leadership Chapters 9 and 10 of Northouse	Zoom class 6:30 pm – 9:30 pm EDT
7	Oct. 21 st	Power and Privilege Materials provided by instructor	Zoom class 6:30 pm – 9:30 pm EDT
8	Oct. 28 th	Gender and Leadership Chapter 15 Northouse	Zoom class 6:30 pm – 9:30 pm EDT Reflection #2 Due 10% Reading week is October 30 th to November 7 th No Class
9	Nov. 11 th	Adaptive and Collective Leadership Chapter 11 of Northouse	Zoom class 6:30 pm – 9:30 pm ET **Note Day light savings ends on November 7 th **
10	Nov. 18 th	Culture and Leadership Chapter 16 Northouse	Zoom class 6:30 pm – 9:30 pm ET
11	Nov. 25 th	Vision Making Materials provided by instructor	Zoom class 6:30 pm – 9:30 pm ET
12	Dec. 2 nd	Change and “wrap up”	Zoom class 6:30 pm – 9:30 pm ET

The drop date for this course is November 12th, 2021

For further details, check Western's online Academic Calendar. To book an appointment with one of Brescia's Academic Advisors, visit https://www.brescia.uwo.ca/enrolment_services/academic_advising/book_an_appointment.php. If you are registered at another affiliate or main campus, please make an appointment to see your academic advisor at your home campus.

Academic Accommodation

For course components worth 10% or more of the total course grade, please see the Academic Policies and Regulations section at the end of this course outline or consult the Academic Calendar.

For course components worth less than 10% of the total course grade, documentation will be required. Medical or other supporting documentation should be submitted to your Academic Advisor (not your instructor).

2021-22 Brescia University College Academic Policies and Regulations

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12.

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_10).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;

2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48-hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form** to clarify how they will fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor (https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to

<http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Please note that for asynchronous online courses, attendance or participation requirements may be different than for synchronous or in-person courses.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work, and arrange academic accommodations if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory

(http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written Special Permission from the Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through

Health & Wellness at Brescia

(https://brescia.uwo.ca/student_life/health_and_wellness/index.php) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at https://brescia.uwo.ca/safe_campus/sexual_violence/index.php .

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy, and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.
